



**Community  
Action  
Organization**  
of WNY

45 Jewett Avenue □ Buffalo, New York 14214 □ (716) 881-5150

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**TO: L. N. HARE**  
**CC: Adam Perry**  
**FROM: CAO Board of Directors**  
**DATE: October 19, 2018**  
**RE: CEO Performance**

Dear Mr. Hare:

Throughout 2017 - 2018, the Board has had the need to discuss your performance. You received a written warning on January 4, 2018. In that warning we reminded you of the deficiencies that were at issue. Due to your inability or unwillingness to perform requested duties we regretfully must write this letter.

Previously the Board has met with you to discuss deficiencies. Since then you have assured us things would be rectified. However, there have been continued deficiencies in your performance. This was discussed with you numerous times and has not resulted in improvement on your part.

Your finance department has yet to improve to our satisfaction. We have yet to receive consistent timely monthly (not year-to-date) finance reports on the deadline set by you. Timely reporting to funding sources is also still an issue.

Also, to date the loss of a \$250,000.00 per year grant from the office of Crystal Peoples-Stokes has still not been rectified. The loss of this funding is not inconsequential and has caused a major redirection of funds.

In addition to these issues, there is a loss of confidence and trust in your character. At September's Board meeting you misrepresented your knowledge of the removal of Board member, John Calvin-Davis. At no time is there a legitimate reason for a CEO to have a hand in the removal of a Board member without the request of said member.

We understand the magnitude of sacrifices and effort you have put into the agency over the years. The agency would not be where it is had it not been for your hard work and diligence. However, at this time we regret to inform you your employment is being terminated effective close of business today.

Sincerely,

Board Chair